

27 January 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report/Chiefs of Station Seminar No. 9,
9 - 20 January 1967

REFERENCE : Course Report/Chiefs of Station Seminar No. 8,
dated 6 December 1966.

1. The 9th running of the Chiefs of Station Seminar was held in Room 1A-13 in the Headquarters Building during the period 9 - 20 January 1967 (see Course Schedule, Attachment A). The course was attended by a total of ten officers (see Student Roster, Attachment B). For the record their average age was 42.7 years, the average grade was GS-13.9, and the average length of service in the Agency was 15.6 years. As a matter of possible interest to our readers, the following statistics are also noted: a) number of students who entered the Agency through the CT Program: 0; b) number who have had a tour in OTR: 2; c) number who had had a tour in the field under non-official cover: 4; d) number who had already attended the National Interdepartmental Seminar: 5; and e) number of years since last formal training course: 10.

2. Absenteeism. Several sessions during the last few days of the course were marred by a high rate of absenteeism, reaching as much as 50 percent for some presentations. This is especially annoying to officers of division chief rank, particularly when they have gone to some effort with the Chief Instructor to tailor presentations to the particular individuals in the class. Absenteeism especially on the part of the higher-ranking participants tends to establish a pattern of laxity which may be readily imitated by the more junior officers. On the other hand, some of the latter group complained to the Chief Instructor that they were required by their divisions to absent themselves from the class from time to time in order to pursue out-processing chores, and they suggested that in the future it might be best to

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run the Chiefs of Station Seminar at [REDACTED] to avoid these interruptions. This is a suggestion which needs to be taken seriously both for the reason cited above and because a great deal more experience-sharing, which should be characteristic of a seminar, can be achieved when the class is living together under [REDACTED] circumstances than is possible at Headquarters.

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This suggestion which has both advantages and disadvantages, and which indeed in view of the increasing size of other commitments at [REDACTED] may not be physically feasible, will be made the subject of a separate study. In any case, and assuming that the next running of the course will be held at Headquarters as heretofore, every effort will be made to urge responsible division officers to call students out of class only for the most serious emergencies. It would, in fact, be preferable to cancel the registration of a given student if it can be clearly anticipated that he will have to absent himself from many of the sessions.

3. The overall critiques made by the students both orally and in writing indicated agreement that we are on the right track in terms of substantive content and method of presentation. Several items of constructive criticism were offered and they are set out below as follows:

A. Methodology.

1) In support of our efforts to make a seminar out of this course, we quote the following written comment by one of the students: "I think some Agency elements could learn quite a bit from a seminar group, but, unfortunately, several speakers merely repeated the official line or book solution, and there was insufficient time to go deeply into problems that affect a COS/COB."

Comment: We shall continue our efforts to shape each unit of this course so that the motto "Gladly learn and gladly teach" is made to apply to the "speaker" as well as to the "students."

2) The same student in his critique said, "I personally would have preferred a bit more emphasis on the application of the general principles to smaller station operations."

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Comment: It is clear that we are still not doing enough in the way of citing concrete cases in our discussions. This is a never-ending effort. We shall try harder next time.

3) Three of the nine students critiquing the course urged that the venue be shifted to [REDACTED] as noted above. Their reasoning was only partly to get out from under pressures from their desks, but much more importantly to multiply many times over the operational bull sessions among the students. As the course is now given, these sessions tend to take place in the snack bar between presentations and students often remark that some of the best insights are gained during these sessions. It is obvious that the opportunity for such sessions is much greater at [REDACTED] since evenings are also available, and since the availability of comfortable chairs and inexpensive liquid refreshments serves to break down the barriers to communication much earlier and far more thoroughly than can be done in the formal 9:00 to 5:00 battleship grey Headquarters atmosphere.

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Comment: We shall pursue this matter in a separate communication.

4) Whether or not the course is moved to [REDACTED] the Chief Instructor should be sure to schedule such presentations during the first two days of the course as will involve all of the students in class discussion. Experience in this class supports the conclusions drawn by most authorities that those students who for one reason or another do not become involved in class participation in the first couple days almost invariably remain aloof for the whole of the course. Since some presentations lend themselves more readily to class participation than others, it is up to the Chief Instructor to schedule several such sessions early in the course, and to work with the speakers in order to draw the more reticent students actively into group discussion from the beginning.

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5) Most of the students expressed an interest in hearing more "for-instances" concerning methods used by different COS's in working out problems with their ambassadors. This is an area of obvious concern to any officer going out as COS for the first time, and we shall try to do more in the way of providing concrete case histories, sterilized to the extent necessary.

6) In the future the Chief Instructor should furnish to each speaker a copy of the list of readings assigned to the students so that he can be aware of what background the students have reviewed in advance of his appearance at the course.

B. Duplication. There was a small amount of duplication in the course and we shall work to cut this down in future runnings. One such area involved the drinking problem. Several speakers made reference to this as an Agency management problem, and the Chief Instructor should undertake to coordinate these references in the future so that the students do not get an impression of over-emphasis on this subject. Again in some areas from time to time we may overlap somewhat with the presentations at the National Interdepartmental Seminar. While some overlapping is useful in that it permits us to have an in-house look at our responsibilities in the counterinsurgency field, we shall take care not to overdo this.

C. New elements suggested for the course:

(1) Students suggested that there be a presentation by an officer of DO Division designed to point up the ways in which the DO Bases can support overseas stations operationally. This will be explored with DO Division. A student suggested that a senior officer of CA Staff be requested to lead a discussion of current CA philosophy. This will be explored. Finally, they recommended that SB Division make a presentation even if there are no official Soviets stationed within the area to which the students are about to be assigned. We accept this suggestion.

2) Students urge that more case histories be presented on the lines of the [REDACTED] as presented in a superb manner by [REDACTED] of the Office of Security). We shall take this recommendation to heart.

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3) Some of the students asked us to try to work up a discussion of the role of the DCOS.

Comment: While it is difficult if not impossible to generalize on this subject, we shall attempt to work up some sort of coverage, possibly by pulling together a panel of two or three former DCOS's.

4) As is his custom, the DDP again this time responded to questions put to him in writing by the class (see Questions for the DDP, Attachment C). In the process of answering Question No. 19 concerning the large number of book dispatches received in the field, some of which set up onerous reporting requirements, the DDP requested that he be reminded of this question at all future runnings of the course. This will serve as a reminder for future Chief Instructors to do so.

5) The students urged that a session be held in the course on our involvement in Vietnam, on the grounds that statistically a very high percentage of all CS Case Officers may reasonably assume that they will be assigned there eventually and that a well-informed COS wherever he is located ought to be up-to-date on this subject when he arrives in the field. This suggestion makes sense, we think, and we shall adopt it.

6) One suggestion was made that there ought to be a unit in the course on how to get around regulations. While this suggestion was perhaps made in a half facetious way, there may be some virtue in injecting a moderate dose of skepticism on this score into the course.

7) Some interest was expressed in requiring more information on self-defense measures which individual case officers in the field can take where there is a danger of terrorist attacks. We shall work with the appropriate element of the Office of Security to see what we can come up with.

8) In the future we shall turn to the CI Staff for the presentation on presidential and congressional visits since the staff responsibility for this is now clearly lodged there.

4. New course for COS wives? The DDP, in the course of answering questions during the last hour of the seminar, picked up a suggestion emanating from the class that it might be useful to organize a seminar for COS wives, and asked the Office of Training to explore this idea. We are doing so in a separate communication.

[REDACTED] X1A
Chief Instructor

Attachments: (w/orig. only)

- A - Course Schedule
- B - Student Roster
- C - Questions for the DDP

HT/OS/TR/[REDACTED] 25X1A

Distribution:

- Orig - DTR
- 1 - DDP/TRO
- 1 - C/OS/TR
- 1 - R/TR
- 1 - HT/OS/TR



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report/Chiefs of Station Seminar No. 9

37R 7798

FROM:

Director of Training *al*
1000 Glebe 819

EXTENSION

3245

NO.

05316 *c*

DATE

3 February 1967

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDP/TRO Hqtrs.
3C 296 FEB
1967

6

R

Please route this to the ADDP. The DDP might also want to see it in view of his interest and personal participation in the COS course.

2.

3.

To [REDACTED] *like*

4.

B.C.

5.

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11.

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12.

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13.

14.

15.

We will give serious attention to the thought of moving the course to [REDACTED] for most of the sessions. Should such a move be considered practical and desirable, the senior DDP officer in residence a [REDACTED] could head up the course, although in the present instance [REDACTED] has not headed a Station himself in the usual sense.

One of the most important aspects of a COS Seminar is to allow for interchange among these senior student officers. This is one

[REDACTED] course like this, i.e., because of what they can contribute not just what they take out. [REDACTED] particularly [REDACTED], might be the best site for carrying out the seminar principle effectively. There's little need to comment on the deleterious effects of absenteeism. An announcement from the DDP on this subject before the next COS Course would be helpful.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief Instructor,
COS Seminar No. 9

EXTENSION

2065

NO.

DATE

27 January 1967

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

CH/OS/TR

30

Jan

LW

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DDTR

31 Jan-31

AR

4.

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5.

DTR

3 Feb

JR

6.

7.

DDP/TRO
3 C 29 Hqs.

31 Jan-31

8.

9.

C/OS/TR
Rm. 620 Glebe

10.

11.

CH/OS/TR

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15.

A good & thoughtful report
which raises questions:
a) Should course go to
b) What about absences
of students?
c) Course for wives?
AR

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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	DDTR	13 Feb 78	AK		
2	DTK		JP		
3					
4	Ben - has some good thoughts on a long - week - end which he will send up.				
5			JP		
6	C/O S				
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks:					
FYI. As discussed, I am drafting up separately alternative proposals re moving part of the CAS Seminar & ASD and re CAS series' orientation.					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
C/O S / JP				10 Feb 78	

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SENDER WILL CHECK CLASSIFICATION			
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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	[REDACTED] DDP/TRO	8 FEB 67	S JWA
2			
3			
4			
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6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
Remarks:			
<p>I am returning this to you. The results of its discussion at the DDP staff meeting today indicated no enthusiasm for moving the seminar to [REDACTED] and no enthusiasm for Chiefs of Station wives seminar. It was agreed, however, that we would inforce more strictly the requirement for attendance at all meetings of the Seminar by the trainees, and also that we would step up the similar requirement for the attendance of wives at the OTR orientation lectures. Please do what is necessary to jack these two elements up.</p>			
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FROM: NAME, ADDRESS AND PHONE NO.		DATE	
[REDACTED] ADD/P		8 Feb 67	
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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1			
2	ADDP		
3	Mr R		
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks: STR's Argument for moving the COS to [redacted] has merit - except for what I believe is one overriding consideration - it is asking too much of Senior officers to go to [redacted] any more frequently than they now do - the COS course [redacted] 4 times a year -			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
DDP/TR -			
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